INDUSTRY, TOURISM AND INVESTMENT

2015-16 Business Plan

1. DEPARTMENTAL OVERVIEW

MISSION

The Department of Industry, Tourism and Investment (ITI) manages mineral and petroleum resources in an effective and responsible manner and, in partnership with others, provides quality programs and services to promote and support Northwest Territories (NWT) economic prosperity and community self-reliance.

GOALS

1. Promote and support economic diversification, foster investor confidence, and encourage innovation to build a territorial economy that provides economic and social benefits for NWT residents.

2. Promote and support the development of business opportunities, including agriculture, commercial fishing, traditional economy, tourism, trade, investment, manufacturing, mineral and petroleum resource exploration and extraction, and secondary industries.

3. Promote the sustainable development of natural resources that respects the conservation and protection of the environment for our future generations.

4. Support the safe, secure, environmentally sound, and efficient regulation of the exploration, development, production, transportation, and closure/reclamation of petroleum and mineral resources.

5. Secure economic and employment opportunities from responsible resource development for NWT residents.

6. Develop partnerships with individuals, businesses, communities, Aboriginal organizations and other governments to foster prosperity and community self-reliance.

OPERATING ENVIRONMENT

Overview:

The NWT economy is dominated by trade, particularly diamond, oil and gas exports, mineral exploration and development, and tourism. Our rich resource potential provides us with the economic base needed for growth, and much of the value from resource development originates with trade, construction and service businesses. Not only do these businesses benefit from purchasing by development companies, they also provide communities with needed goods and services.

The Conference Board of Canada's spring 2014 forecast for the NWT economy was positive, stating that, *"Over the next five years, employment is expected to grow by almost 2,400 workers and with new mines advancing through the construction phase and starting production, and the government investing in new infrastructure, real GDP growth will improve. From 2016 through 2019, the territorial economy is forecast to grow at an average pace of just over seven percent per year"*.

Other factors that bode well for the NWT's economy include:

- Positive and improving world economic climate that will have positive impacts on NWT investment, commodity prices and tourism;
- Low interest monetary policy in Canada will benefit the NWT through a lower dollar and lower capital costs;
- New NWT mining projects will invigorate the territorial economy, creating new labour demand and attracting new residents to live in the NWT;
- New GNWT population growth programs and initiatives will help create new labour and residential demand, spurring additional in-migration; and
- The realization of Devolution for the NWT will become an important factor in attracting new investment over the next five – ten years and beyond, as development decisions will now be made by the GNWT as opposed to the Government of Canada.

Challenges for the NWT and Canada will be the need to address the failing infrastructure, building the new required infrastructure, labour availability, an aging workforce, high cost of living, high freight costs, and transportation challenges.

Major Projects in Advanced Planning or Development:

Over the next decade a number of projects are planned in the NWT, which will represent more than $4.5 billion in new spending and investment, which in-turn will provide many opportunities and benefits for NWT residents. Specific projects and project costs include:

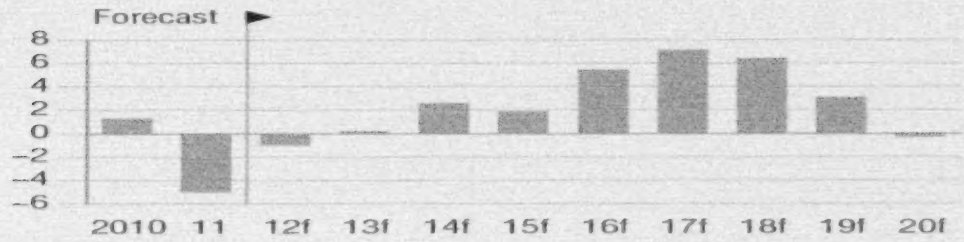
- Gahcho Kué (De Beers and Mountain Province Diamonds) $650 million
- Development of the Jay Pipe (Dominion Diamonds Ekati Mine) $500 + million
- Nechalacho mine site investment (Avalon Rare Metals) $550 million
- NICO (Fortune Minerals) $226 million
- Prairie Creek (Canada Zinc) $195 million
- Oil and Gas Offshore in excess of $2 billion
- Sahtu Oil and Gas - $45 million per well
- Inuvik – Tuktoyaktuk Highway approximately $299 million
- Fibre Optic link from Inuvik to the North American Grid $60 million

Projected NWT GDP Growth Rates:

NWT GDP Growth is expected to pick up in 2014 and projected to continue to grow through 2017 with the development of new mines and increased resource development. However,

new exploration and development activity is needed to spur GDP growth rates, as the NWT GDP growth rates are expected to decline as diamond mines currently in production begin to wind-down operations.

Chart 1
GDP Growth Restrained in the Near Term
(real GDP in 2002 $; percentage change)



f = forecast
Sources: The Conference Board of Canada; Statistics Canada.

Factors affecting ITI:

Limited mine life

Previous investment in NWT mineral resources and exploration has resulted in gradual economic growth over the past number of years, which has brought many opportunities for business and employment to NWT residents. However, the lifespan of some of the current operating mines in the NWT are set to come to an end in the next few years. New mine projects continue to be explored and developed, or are already in the works, and will be a necessary s an integral sector in the NWT's economic makeup.

Oil and Gas Development Potential

There has been considerable oil and gas exploration activity over the past few years, particularly in the Sahtu region. Today, oil and natural gas interest continues to be active; however, work has slowed down for some projects or has been delayed in others. New oil and gas projects continue to be explored and developed and continue to be an integral segment of the NWT economy.

Challenges in making the most of NWT resource potential

Although the NWT has major known resource and petroleum potential, it has been challenging for companies to do exploration work and get these resources to market due to regulatory issues, lack of infrastructure in communities, labour shortages and high operating costs.

Difficulty attracting investment

Overall investment in the NWT has declined since 2006, most notably in the diamond sector. Restoring a positive investment climate is crucial to discovering new deposits and establishing new mines to sustain and grow the NWT economy. ITI has developed a Mineral Development Strategy and an Economic Opportunities Strategy, which outline the GNWT's approach to address the issues that currently limit investment in the NWT. As a complement to those strategies, ITI is also in the process of developing an Oil and Gas Strategy for the NWT.

Population

The population of the NWT increased 1.2 percent between 2008 and 2013, for a total of 43,641 residents. This represents a growth of approximately 532 residents.

Business Indicators

Despite limited population growth, retail trade continued to show strength. Wholesale trade also grew, largely in response to new investment. While overall tourism sales remained slow between 2008 and 2013, there was significant growth (58 percent) in Aurora tourism spending as visitor numbers reached new record highs. The tourism areas hit hardest over the past five years were hunting and fishing, predominantly caused by the higher Canadian dollar and new United States (US) regulations and import restrictions on certain animal species, which negatively affected the number of American hunters coming to the NWT for trophy hunts.

Higher living and business costs in the NWT, and regional disparities

The cost of living in the NWT has long been an issue across the territory. Factors that directly affect the cost of living, is the cost of electricity and home heating fuel. The GNWT's subsidy programs partially offset this disparity, although programs to support increasing the use of local, renewable and alternative energy sources are needed. New energy technology investments could have positive impacts across the NWT. Significant economic disparities exist between NWT regional centres and the smaller communities, as smaller communities often have limited infrastructure, fewer employment options, higher energy costs, and higher costs for goods and services. ITI continues to work with all regions and other GNWT departments toward programs and economic development initiatives to address this disparity, including the participation in GNWT efforts toward decentralization.

Need for economic diversification of the economy

Mineral and petroleum exploration and development is a cornerstone of the NWT economy. However, the NWT's dependence on the resource sector highlights the need to diversify. ITI is fostering opportunities to diversify and expand the film, arts and fine crafts, tourism, traditional economy, and manufacturing sectors. ITI also continues to support programming to expand and grow NWT-based businesses. As previously noted, ITI has developed an Economic Opportunities Strategy to diversify our economy, away from a dependence on non-renewable resources. A key theme of the Economic Opportunities Strategy is to promote and realize greater opportunities for the territorial economy through economic and regional diversification.

Need to promote and grow the Tourism sector

The tourism sector contributed $106.7 million to the NWT economy in 2012-13. Of all NWT economic sectors, tourism presents the greatest likelihood and potential of creating economic opportunities in each region and for each community. Continued investments by ITI in programs including marketing, Aboriginal tourism, Aurora and Chinese tourism, community and tourism industry engagement, tourism and parks infrastructure, skills development, and targeted research, will be critical in increasing the tourism visitor numbers and visitors spending in the NWT. The 17th Legislative Assembly recently approved an increase in the marketing budget of the GNWT's destination marketing organization, NWT Tourism. This increase will provide additional marketing power to take advantage of growing interest in the NWT among travel markets. The table below shows the numbers of visitors to the NWT by purpose from 2006 to 2013. Note the continued increase in visitor numbers between 2010 and 2013 since the downturn in the world economy 2009 and 2010. The sectors that continue to struggle however, are the hunting and fishing sectors; the hunting sector predominantly due to the loss a caribou tags, and the fishing sector, predominantly due to the higher Canadian dollar.

Main Purpose of Travel	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13
Aurora Viewing	7,000	7,297	5,460	5,400	6,776	11,368	15,721
Fishing	7,726	7,470	7,274	6,403	4,956	4,692	3,975
General Touring	13,340	15,123	14,760	14,500	12,920	13,441	15,226
Hunting	1,216	984	942	757	436	478	502
Outdoor Adventure	2,079	2,125	2,098	1,853	1,910	2,320	3,085
Visiting Friends & Relatives	9,025	11,693	9,261	12,910	13,403	11,847	13,811
Total Leisure Visitors	40,386	44,692	39,795	41,823	40,401	44,146	52,319
Business Travel	35,509	34,880	33,624	26,181	24,795	24,272	24,092
Total Visitors	**75,895**	**79,572**	**73,419**	**68,004**	**65,196**	**68,418**	**76,411**

Source: GNWT ITI

Promoting sustainable development

Climate change has the potential to impact the NWT economy and manner in which businesses and industry operate. As climate change has become a more significant factor in the NWT, ITI includes greenhouse gas emissions within its economic indicators. The use of local energy sources in NWT communities such as hydro, natural gas, biomass, geothermal, or wind could help to reduce the NWT's reliance on imported fossil fuels. These activities also have the potential of creating new business opportunities, which in turn could assist in diversifying and strengthening the NWT economy.

Consolidation of energy activities

Responsibility and authority for energy policy, planning, conservation, alternative energy solutions, service delivery and energy monitoring programs reside in a number of departments and agencies. To better plan and coordinate the delivery of government-wide energy programs, the GNWT plans to transfer energy functions currently located in the Department of Industry, Tourism and Investment, Department of Environment and Natural Resources and the Northwest Territories Energy Corporation, and consolidate these activities within the Department of Public Works and Services. In 2015-16, ITI will undergo an organizational design change to transfer the Energy Planning division to Public Works and Services.

2. RESOURCE SUMMARY

Departmental Summary

(thousands of dollars)

	Proposed 2015-16 Main Estimates	2014-15 Revised Estimates	2014-15 Main Estimates	2013-14 Actuals
Operations Expenses by Activity				
Corporate Management	8,912	8,606	8,451	7,432
Minerals and Petroleum Resources	16,672	17,378	19,349	5,448
Tourism and Parks	13,612	13,783	13,783	12,246
Economic Diversification and Business Support	24,913	22,970	22,970	21,744
Office of the Regulator Oil & Gas Operations	2,186	2,186	-	-
Energy	-	2,188	2,988	1,866
Total Operations Expenses by Activity	**66,295**	**67,111**	**67,541**	**48,736**
Operations Expenses by Object				
Compensation and benefits	27,149	26,848	25,731	18,718
Grants and Contributions	20,283	22,571	23,371	20,015
Other	17,771	16,547	17,294	9,110
Amortization	1,092	1,145	1,145	893
Total Operations Expenses by Object	**66,295**	**67,111**	**67,541**	**48,736**
Revenues	**83,426**	**89,527**	**124,394**	**8,209**

Human Resources Summary

	Proposed 2015-16 Main Estimates	2014-15 Revised Estimates	2014-15 Main Estimates	2013-14 Actuals
Yellowknife Headquarters	114	117	109	76
Regional / Area Offices	81	81	81	86
Other Communities	11	10	10	10
Total Number of Positions	**206**	**208**	**200**	**172**

KEY ACTIVITY 1 – CORPORATE MANAGEMENT

Description

The Corporate Management activity provides overall management, strategic planning, policy and legislative development, financial and information services, communication and leadership, to ITI's Divisions and Regional offices, enabling ITI to respond effectively to the priorities of the Legislative Assembly.

Directorate includes the Deputy Minister, the Assistant Deputy Minister Economic Development, and the Assistant Deputy Minister Mineral and Petroleum Resources. It guides the overall planning and execution of instructions from the Minister of ITI and the Legislative Assembly. The Deputy Minister and Assistant Deputy Ministers provide strategic advice and support to the Minister of ITI and to the department.

Policy, Legislation and Communications provides services related to policy, communications, Executive Council and Financial Management Board submissions, legislation, and intergovernmental and interdepartmental affairs. It is responsible for Access to Information requests and departmental trademarks and copyright. It also participates in land and resource management initiatives on behalf of ITI, including environmental impact assessments and regulatory matters, as well as land claim and self-government agreement negotiations and implementation.

Finance and Administration provides financial management and administrative services to ITI. These services include providing advice to senior managers on financial management, financial control, financial submissions, contracts, and contributions.

Corporate Costs captures department-wide costs such as lease payments, vehicle cost, and telecommunications.

Housed in the Department of Lands, **Informatics** provides strategic advice and guidance on the use of information and technology in support of ITI programs and services, and broad information management services to ITI, Environment and Natural Resources, and Lands, including: information systems and internet development, implementation and operations, geomatics and geographic information systems, data and analysis, and records and library services for electronic and printed and visual services.

Priority 1 – Building a Strong and Sustainable Future for our Territory

- Negotiating and Implementing a Devolution Final Agreement

Implementing the Devolution Final Agreement
On April 1, 2014, ITI acquired responsibility for the management of mineral and petroleum resources, and the collection of and auditing of resource royalties, as a result of the devolution of lands and resources from the federal government to the GNWT. To house these new responsibilities ITI underwent a significant re-organization, and expansion of its programs, as well as its human and financial resources. The focus in 2014-15 has been on concluding the implementation of these organizational changes and ensuring operations are in place to support post-devolution activities. The 2015-16 Business Plan includes activities aimed at refining operations to better reflect Northern priorities.

Mirror Federal Legislation
ITI also worked with the Department of Justice to mirror federal legislation required for the administration and management of minerals and onshore petroleum resources in the NWT. Business Plan 2015-16 activities are aimed at refining the current system to better reflect Northern priorities.

Priority 2 – Increase Employment Opportunities Where They Are Most Needed

- Decentralize more GNWT positions

Decentralization
ITI is already a highly decentralized organization with five Regional Offices, the Mackenzie Valley Petroleum Planning Office in Hay River, the Business Incentive Policy Office in Hay River, and the Petroleum Resources Division in Inuvik. ITI will also continue to look for other opportunities for decentralization moving forward.

KEY ACTIVITY 2 – MINERALS AND PETROLEUM RESOURCES

Description

The Minerals and Petroleum Resources activity consists of the Mineral Resources Division, the Petroleum Resources Division, the Northwest Territories Geoscience Office (NTGO), the Financial Analysis and Royalty Administration Division, the Industrial Initiatives Unit, and the Client Service and Community Relations Unit. The five **Regional offices** across the NWT ensure that businesses and entrepreneurs receive access to programs and resources, to help maximize the benefits from development in their regions.

Mineral Resources develops and delivers policy; programs and services related to minerals, exploration and development; and manages land tenure associated with mineral resource rights for public lands in the NWT through the Mining Recorders Office.

Petroleum Resources, based in Inuvik, along with the Mackenzie Valley Petroleum Planning Office (MVPPO) in Hay River, develops and delivers policy, programs and services related to petroleum exploration, development and transportation and manage land tenure associated with petroleum resource development and the registration of petroleum resource rights. Petroleum Resources also oversees the management of the Environmental Studies Research Fund and Benefits Plans.

Financial Analysis and Royalty Administration (FARA) is responsible for the management, administration and collection of resource royalties from mineral and petroleum resource development in the NWT, including performing and overseeing royalty audits and diamond valuation processes. FARA also analyzes and evaluates the economic impacts of planned or potential petroleum and mineral resource developments.

NTGO undertakes and supports original geoscience studies that contribute to a modern, comprehensive geoscience database for the NWT. NTGO also provides advice and outreach services to individuals, communities, governments and industry.

Industrial Initiatives supports the negotiation and implementation of GNWT socio-economic agreements (SEAs) with industry, and monitors industrial activities in collaboration with communities, industry, and other GNWT Departments. Industrial Initiatives provides expert GNWT socio-economic impact analysis during the environmental assessment of non-renewable resource development projects in the NWT, manages the publication of GNWT reports required under the SEAs, and coordinates research in best practices for NWT benefits from present and future initiatives.

Client Service and Community Relations provides expertise related to Aboriginal consultation requirements and the NWT regulatory system directly to industry and communities, along with information on legislation, mineral and petroleum rights, mineral exploration, and mining activity.

The successful development of the NWT Mineral Development Strategy (MDS) in 2013 was a major priority for the 17th Legislative Assembly, and laid the groundwork for actions required to revitalize the mining industry in the NWT. The MDS is also intended to guide effective management of resources by the GNWT now that authority for public lands, resources, and waters resides with the GNWT. The implementation of the MDS is now a major focus for the Minerals and Petroleum Resources Key Activity, which will continue to respond to the 17th Legislative Assembly priorities. Some of the major program and service initiatives planned for the 2015-16 fiscal year include:

Priority 1 – Building a Strong and Sustainable Future for our Territory

- Strengthening our relationships with Aboriginal and other northern governments

Partnering with community and Aboriginal governments
To improve program and service delivery where possible, ITI will partner in such initiatives as: providing support to private businesses and the Sahtu Aboriginal land claims organizations in order for them to respond to increased employment and contracting opportunities associated with petroleum exploration activities in the Central Mackenzie Region; providing expert advice to communities and Aboriginal organizations on mineral and energy resources; supporting the Aboriginal Pipeline Group with regard to their ownership interest in the Mackenzie Gas Project (MGP); working with our partners to ensure responsible stewardship through the NWT land and resource management regime; participating with partners and stakeholders in regional land use planning; and providing technical and policy advice to inform development of National Parks and other protected areas.

- Working with our partners to ensure responsible stewardship through our land and resource management regime

Socio-economic Impacts
Engagement in environmental impact assessments and regulatory agencies for development across the NWT for mineral development and, increasingly, oil and gas development; engaging with communities on commitments derived from regulatory agencies; establishing SEAs with proponents to maximize benefits for NWT residents; and monitoring socio-economic impacts associated with resource development, which are reported annually in publications such as the Communities and Diamonds Report.

Developing Regulations
ITI will develop regulations on filing requirements for hydraulic fracturing activities in the NWT oil and gas sector, to ensure the protection of the environment, the protection of human health and safety, and the conservation of the NWT oil and gas resources.

Royaity Administration - ITI will collect, assess and audit royalties for mineral and petroleum development on NWT public lands. The GNWT will use its resource revenues to invest in strategic infrastructure to strengthen the NWT's economy and reduce territorial debt. As directed by the Legislative Assembly, a portion of the revenues will also be invested into a Heritage Fund.

Priority 2 – Increase Employment Opportunities Where They Are Most Needed

- Reduce dependency on government by encouraging people who are able to enter or remain in the workforce

Monitor Northern Employment
Developer commitments regarding NWT employment are made in each of the regulatory processes. ITI will continue to monitor northern employment, transportation and business commitments by industry within the existing SEAs, and negotiate new SEAs using lessons learned to-date as new resource projects come to realization.

Mining Incentive Program
NTGO will continue to administer the Mining Incentive Program, which provides funding in support of mineral exploration programs being conducted by prospectors and junior exploration companies.

NTGO mapping and sampling programs
NTGO will contribute knowledge to mineral and petroleum exploration being conducted by the public/private sector; this includes a major collaborative project to improve diamond exploration methodologies in the Slave Geological Province.

Priority 3 – Strengthen and Diversify Our Economy

- Developing a socially responsible and environmentally sustainable mining strategy

Mineral Development Strategy (MDS)
Continuing to implement the broad spectrum of initiatives identified under the MDS and the Economic Opportunities Strategy, including Pillar Four of the MDS (promoting sustainability). This pillar speaks directly to sustainability and contains actions that help to build a strong sustainable future through the use of the Land Use Sustainability Framework, land use planning activities, mine reclamation, and negotiation of SEAs.

The implementation of the MDS directly supports and strengthens the NWT economy through each of the five pillars:

- Creating a competitive edge;
- Establishing a new regulatory environment for the NWT;
- Enhancing Aboriginal engagement and capacity;
- Promoting sustainability; and
- Enriching workforce development and public awareness.

NWT Oil and Gas Strategy
Following up on a key initiative coming out of the Economic Opportunities Strategy, ITI will complete the development of an NWT Oil and Gas Strategy, which will identify policy objectives and actions to achieve them under the high-level goal of growing environmentally and socially responsible oil and gas exploration, development, production, and transportation to global markets.

Oil and Gas Exploration
Initiate a call for bids to open up NWT lands for oil and gas exploration; and support the provision of information and advice to NWT residents with regard to the hydraulic fracturing of unconventional oil and natural gas resources.

Departmental Highlights

NTGO – As part of the MDS implementation plan, the NTGO will introduce updated and enhanced web services that improve client experience accessing and downloading geoscience information, including information about the following: the Mining Incentive Program; world class geoscience; implementation of *Mining Regulations*; (e.g. the Mining Recorders Office that administers all mineral tenure in the NWT); and mineral tenure.

Industrial Initiatives – In the past few years, Industrial Initiatives was able to make progress toward up-to-date reporting with the Communities and Diamonds and SEA Implementation Reports; were able to realize greater collaboration with industry; and negotiated new, more robust SEAs. In 2015-16, Industrial Initiatives is planning to increase the number of community visits; negotiating new SEAs; reviewing new projects undergoing an environmental assessment; and working with developers on career development opportunities for NWT residents.

Royalty Revenue Forecasting – FARA will be responsible for collaborating with the Department of Finance to produce royalty revenue forecasts. These forecasts will form inputs into the planning cycle, and will play a role in strategic decision making in relation to planned infrastructure, debt reduction and long term investment (i.e. Heritage Fund).

Cross-Departmental Initiatives

ITI will participate in a number of cross-departmental initiatives in 2015-16, including:

- Various working groups on infrastructure scoping studies to benefit both communities and resource projects;
- Providing support, as requested, on decisions relating to land use planning and land claims negotiations;
- Providing activity reports under the land claim agreements;
- Working with departments and external partners on permafrost research, monitoring, and best practices in building the Inuvik to Tuktoyaktuk Highway and sustaining the Dempster Highway; and
- Working in cooperation with the Department of Finance, regarding the resource revenue sharing distribution of funds to Aboriginal groups in accordance with the terms of their respective land claim agreements.

Outcomes and Measures:
ITI measures its performance for the Minerals and Petroleum Resources Key Activity through the monitoring of progress on the implementation of specific strategies (such as the Mineral Development Strategy); and on the reaching of major milestones, such as the operationalization of major post-devolution responsibilities for oil and gas and resource royalties. Below are ITI's performance outcomes and measures for 2015-16:

Outcome 1: A competitive edge - Strengthening the competitive advantage of the mineral petroleum industries in the NWT:

Measure 1a) Public availability of geoscience information

Measure 1b) Expenditures in territorial exploration activities and share of total Canadian exploration investment

Measure 1c) Investment in infrastructure and energy development

Measure 1d) Marketing and promotion activities and expenditures

Outcome 2: A new regulatory environment - Working collaboratively with Aboriginal governments, communities, industry and other stakeholders to increase the efficiency, timeliness and transparency of NWT regulatory and consultation processes:

Measure 2a) Participation in consultative and regulatory improvement initiatives

Measure 2b) Client service and responsive decision making

Outcome 3: Aboriginal engagement and capacity building - The need to ensure adequate engagement and participation with Aboriginal governments and communities in decisions about the use of resources:

Measure 3a) Aboriginal and community engagement activities

Measure 3b) Community capacity building initiatives

Outcome 4: Sustainability – A mineral sector contributes to the economic viability of NWT communities, and its people:

Measure 4a) Completion and implementation of Socio-economic Agreements (SEA)

Measure 4b) Production of royalty forecasts and delivery of royalty contributions

Outcome 5: An approved Oil and Gas Strategy - Rejuvenated investment and exploration in oil and gas sector through an NWT Oil and Gas Strategy:

Measure 5a) The full development of an NWT Oil and Gas Strategy and Implementation Plan

Results Reporting:

In 2014, ITI published its Implementation Plan for the MDS. The MDS Implementation Plan describes the numerous initiatives that are to be undertaken solely by the GNWT or in collaboration with our strategic partners. It identifies when the public, industry, and members of the Legislative Assembly can expect to see new and revitalized policies, projects and programs. ITI will lead the MDS implementation and will work closely with our partners on key initiatives.

To ensure the MDS Implementation Plan stays on track, and to show the Plan's progress, a Performance Management Plan and Results Reporting document will be developed to report on the GNWT's performance. As the MDS Implementation Plan is a living document, in 2015-16 an updated Implementation Plan will be released that highlights early achievements of the MDS, and objectives for the continued implementation of the Strategy.

KEY ACTIVITY 3 – TOURISM AND PARKS

Description

ITI develops and implements NWT tourism strategies with partners in the tourism industry. The **Tourism and Parks** Division provides support for tourism marketing, training and product development, and conducts research and planning. The Division, along with ITI's **Regional Offices**, develops, operates and maintains public tourism facilities, including a system of NWT parks that supports and promotes tourism.

The development of *Tourism 2015 – New Directions for a Spectacular Future* responded to a key priority of the 17th Legislative Assembly. **Tourism 2015** has guided ITI's activities and investments in the tourism sector for the past 5 years through to completion on March 31, 2015. The successes and lessons learned through the implementation of Tourism 2015 also helped to guide recommendations that will help to promote and bolster the tourism industry in the NWT. ITI will continue to respond to priorities of the 17th Legislative Assembly as it moves forward with the implementation of the Economic Opportunities Strategy and works to achieve the EOS's recommendations aimed at increasing opportunities in Tourism. In 2015-16, ITI will build on the successes of the Tourism 2015 strategy and develop a new strategy, **Tourism 2020**, in cooperation with the NWT tourism industry, NWT Tourism, Aboriginal and community organizations, and the private sector.

Priority 1 – Building a Strong and Sustainable Future for our Territory

- Strengthening our relationships with Aboriginal and other northern governments

Community Tourism Infrastructure Contribution Program
This Program allows ITI to work with and provide funding to community governments and non-government organizations to support new and innovative tourism infrastructure projects in and around their communities. The purpose of the Program is to increase the attractiveness of NWT communities by encouraging partnerships between non-government organizations and private industry, increasing the use of communications technology in tourism products and enhancing communities through the creation of tourism products for the local economy.

Priority 2 – Increase Employment Opportunities Where They Are Most Needed

- Reduce dependency on government by encouraging people who are able to enter or remain in the workforce

Tourism 2020
In developing Tourism 2020, based on the foundations of its predecessors Tourism 2010 and 2015 tourism strategies, ITI will continue the emphasis on establishing and promoting tourism opportunities, operators and products. Tourism 2020 will be designed to have a positive impact on the current and future workforce, and will focus on marketing, Aboriginal tourism, community and industry engagement, infrastructure, skills development, and research and planning.

The Tourism Training Fund

The Tourism Training Fund has been instrumental in helping address skills gaps in the workforce through the provision of industry recognized targeted short term training in the areas where industry needs are growing, such as customer service, food safety, interpretive guide training, first aid and wilderness first aid training.

Priority 3 – Strengthen and Diversify Our Economy

- Tourism and Parks Initiatives

Tourism 2020

Global, national and territorial forecasts show that tourism is once again, a growing economic sector. The promotion and investments in marketing, Aboriginal tourism, community and industry engagement, infrastructure, skills development, and research and planning will continue to help grow the tourism industry in the NWT.

Aboriginal Tourism Strategic Action Plan

Developing Aboriginal tourism, including acknowledging the recommendations of the Aboriginal Tourism Champions Advisory Council, will be a major focus of the Tourism unit in 2015-16. Much of ITI's tourism focus will be driven by the Aboriginal Tourism Strategic Action Plan that was drafted in 2014-15 and will be incorporated into the Tourism 2020 strategy.

Tourism Product Diversification and Marketing Program

This Program funds business planning, product development and marketing of new or expanded tourism products with a focus on experiential and Aboriginal tourism. The Program has continued to receive applications from every region of the NWT since its inception in 2009 and has helped industry to develop new tourism products throughout the NWT.

Research and Planning

ITI's research and planning function within the Tourism and Parks Division, is an integral function used to determine the economic impacts of tourism; reports territorial, national and international trends affecting tourism and travel; conducts research to support marketing, policy, planning, and programs; and leads and supports strategic planning initiatives. This research and planning helps to guide the development of initiatives that will strengthen the tourism industry toward diversifying the NWT economy; and is used extensively by NWT Tourism in developing an annual NWT Tourism Marketing Strategy and plan. A key focus for 2015-16 will include the reporting on the findings of the 2014-15 Visitor Exit Survey, and engaging with stakeholders on research findings and planning initiatives moving forward.

Marine Safety Training
ITI and NWT Tourism are working with Transport Canada to address the challenges that NWT tourism operators have in complying with compulsory federal marine safety training requirements for tourism operations that involve boats. All parties are working to ensure the marine safety training requirements are more applicable to the tourism operators in the NWT. In 2015-16, ITI plans to intensify the training programs offered, focusing on these vital skills.

Parks Marketing
ITI will continue its strategic marketing approach to promoting parks and campgrounds to visitors and NWT residents. In 2013-14, ITI initiated a marketing campaign based on in-depth research into visitor segments. This ongoing campaign specifically targets high potential markets in southern Canada using print, social media and direct mail tactics. ITI also promotes parks to NWT residents, with the intent of generating inter-regional tourism and parks visits.

Parks Infrastructure Renewal
ITI has been successful in obtaining significant new resources for capital and infrastructure over the past number of years. Investments in assets such as shower buildings, powered sites and upgraded tent sites continue to attract more visitors to parks, and have helped to develop the excellent reputation that NWT parks currently have in the southern markets. 2015-16 will continue to see improvements to NWT parks for amenities required to keep the parks safe, and meet growing demands for upgraded facilities.

Departmental Highlights

ITI introduced a **Tourism Business Mentorship Program** in 2013-14, which matches experienced entrepreneurs with tourism business owners seeking advice and support in specific areas of tourism operations. This Program had been requested by members of the tourism industry to fill a gap identified by new entrants in the sector. This Program will continue to be an important initiative in 2015-16 and beyond.

In 2013-14, ITI also launched a new **Online Reservation System** for the territorial park campgrounds. The system is a complete re-design of the old reservation systems, and includes many new features and functions that were not available previously. ITI will continue to monitor and improve the system moving forward, so it can be an effective reservation tool for territorial park campgrounds.

Cross-Departmental Initiatives

Labour Market Strategy – ITI, in cooperation with the Department of Education, Culture and Employment, participates in a cross departmental working group to identify and recommend strategies to enhance the tourism and hospitality sector of the NWT economy. This includes identifying and developing a plan to address the different workforce, skills, and training issues affecting the sector.

Outcomes and Measures:
Developed in close consultation with the NWT tourism industry and NWT Tourism, *Tourism 2015 – New Directions for a Spectacular Future* represents an investment in people, communities and businesses across the NWT. The overall goal of Tourism 2015 is to increase the value of the NWT tourism industry to $130 million by 2015-16. This goal is based on developing four key market segments: camping and touring, outdoor adventure, aurora viewing and business travel.

People, communities and business are the three pillars of Tourism 2015, towards which ITI will monitor its performance in the 2015-16 Business Plan. Below are the performance outcomes and measures for this key activity.

Outcome 1: Expanded marketing activities – increased tourism visitors and revenues through expanded marketing activities:

Measure 1a) Visitor spending by four key market segments: camping and touring, outdoor adventure, aurora viewing, and business.

Outcome 2: A developed Aboriginal tourism sector – increased Aboriginal tourism to showcase northern cultures, create business opportunities, provide employment, and support traditional and cultural assets in our communities:

Measure 2a) Number and availability of market-ready Aboriginal tourism products
Measure 2b) Number of identified and supported Aboriginal tourism champions
Measure 2c) Amount of financial investment by Aboriginal governments and economic development agencies

Outcome 3: Increased community and industry support for tourism – increased community stakeholder engagement in tourism to ensure that tourism development supports the vision that communities hold for their future:

Measure 3a) Tourism action plans are completed for regional centres

Outcome 4: Infrastructure that enhances community tourism – infrastructure investment leading to enhanced visitor experience and contributing to the attractiveness of the NWT as a premier visitor destination:

Measure 4a) Digital infrastructure product availability and initiatives
Measure 4b) Length of stay of road travellers
Measure 4c) New or enhanced infrastructure investments in communities

Outcome 5: Meeting the training needs of the tourism industry – increased human resource training opportunities to sustain tourism growth and to support the NWT tourism industry:

Measure 5a) Support for youth job placements and post-secondary education
Measure 5b) Training opportunities to frontline workers in hotel and hospitability sector
Measure 5c) Number of tourism businesses mentored

Outcome 6: Regular and timely market research and analysis:

Measure 6a) Annual estimates of visitors and visitor spending by sector
Measure 6b) Special surveys conducted in response to industry demand

Results Reporting:
Of all sectors, tourism presents the greatest likelihood of creating economic opportunities in each region and for each community, especially in the smaller communities. Tourism data and statistics are collected annually, typically on the fiscal year cycle (April 1 through March 31). ITI works with the tourism industry and other areas of government to help promote, train and build capacity in the NWT tourism industry.

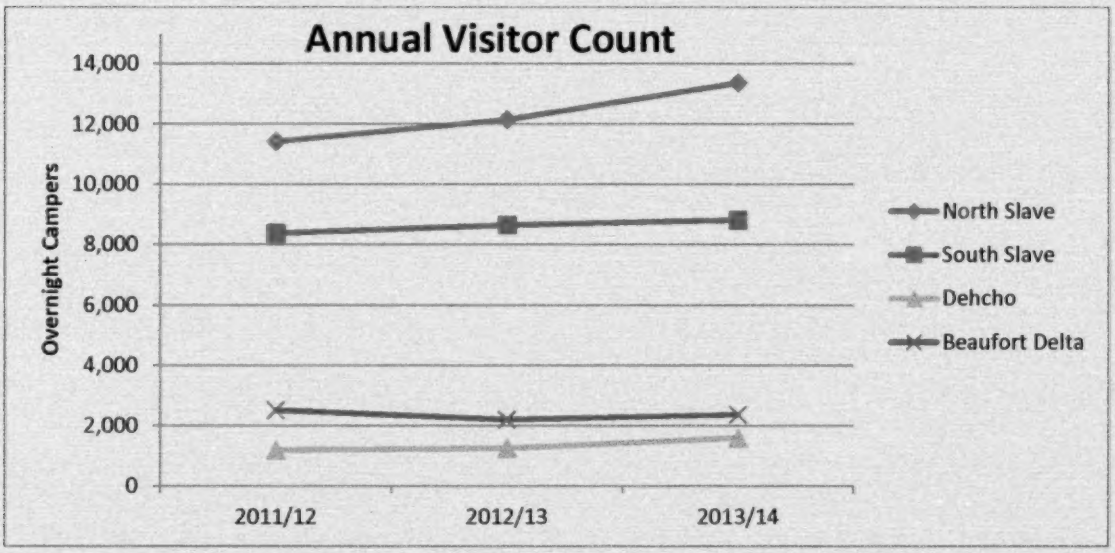
Visitor Measurements - The tourism sector in the NWT is the territory's largest renewable resource industry, contributing $106.7 million to the NWT economy during the 2012-13 fiscal year. Over the previous 2011-12 fiscal year, there was strong growth in aurora visitor spending (113 percent), followed by growth in outdoor adventure (33 percent), visiting friends and relatives (17 percent), general touring (13 percent), hunting (5 percent); and a decline in fishing spending (-15 percent attributed to the higher Canadian dollar) and business travel (-1 percent).

	Visitor Statistics					Visitor Spending (millions)				
Main Purpose of Travel	2008/09	2009/10	2010/11	2011/12	2012/13	2008/09	2009/10	2010/11	2011/12	2012/13
Aurora Viewing	5,500	5,400	6,800	7,400	15,700	$ 7.3	$ 7.2	$ 6.4	$ 10.2	$ 15.2
Fishing	7,300	6,400	5,000	4,700	3,975	$ 17.0	$ 12.6	$ 12.0	$ 12.9	$ 10.6
General Touring	14,800	14,500	12,900	13,400	15,200	$ 8.3	$ 8.1	$ 9.5	$ 10.9	$ 12.6
Hunting	940	760	440	480	500	$ 12.5	$ 10.1	$ 4.3	$ 5.5	$ 5.8
Outdoor Adventure	2,100	1,900	1,900	2,300	3,100	$ 6.8	$ 6.1	$ 5.8	$ 5.2	$ 6.0
Visiting Friends & Relatives	9,300	12,900	13,400	11,800	13,800	$ 4.0	$ 5.4	$ 6.6	$ 7.2	$ 8.4
Total Leisure Visitors	**39,800**	**41,800**	**40,400**	**40,100**	**52,300**	**$ 55.9**	**$ 49.5**	**$ 44.6**	**$ 51.9**	**$ 58.6**
Business Travel	33,600	26,200	24,800	24,300	24,100	$ 74.6	$ 58.1	$ 49.5	$ 48.5	$ 48.1
Total Visitors	**73,400**	**68,000**	**65,200**	**64,400**	**76,400**	**$ 130.5**	**$ 107.6**	**$ 94.1**	**$ 100.4**	**$ 106.7**

Territorial Parks Measurements – Investments have also been made to develop and enhance infrastructure, services and programs offered at the territorial parks over the past two years. As seen in the table below, the number of overnight park users has increased steadily since 2011 in all regions except for the Beaufort Delta Region, where the number of overnight campers in territorial parks has remained relatively stable.

CAMPING VISITORS			
Region	**2011-12**	**2012-13**	**2013-14**
North Slave	11,422	12,147	13,364
South Slave	8,374	8,650	8,818
Dehcho	1,188	1,247	1,591
Beaufort Delta	2,509	2,197	2,360
Total	**23,493**	**24,241**	**26,133**

The numbers of visitors to the NWT's territorial parks continued to show a steady increase in 2013 with an 11 percent increase in overnight campers since 2011. Continued investments in infrastructure, services and programs within territorial parks, along with ongoing marketing initiatives is expected to help maintain and improve these gains over the next several years.



Source: ITI Park Permit Database

The North Slave Region parks showed the greatest gain in visitors to the Parks between 2011-12 and 2013-14, with a visitor count growth of over 19 percent.

KEY ACTIVITY 4 – ECONOMIC DIVERSIFICATION AND BUSINESS SUPPORT

Description

The Economic Diversification and Business Support activity consists of Investment and Economic Analysis Division within ITI, as well as the NWT Business Development Investment Corporation (BDIC), Community Futures Development Corporations (Community Futures), and the Secondary Diamond Industry Division.

ITI encourages investment in the NWT by providing economic analysis, and regional market and economic data for both business and government. It supports informed decision-making by providing economic data, market intelligence, sector information, and opportunity studies. In conjunction with the NWT Business Development and Investment Corporation (BDIC) and Community Futures Development Corporations, ITI provides business advice and access to investment capital. These activities are delivered through the **Investment and Economic Analysis Division** and Regional Offices, the BDIC, and funding Community Futures Organizations.

ITI Regional Offices supply program guidance, support, advice, and assistance at the community level. Regional representatives are experienced, knowledgeable and well networked with organizations, financial institutions, and government departments and agencies. ITI works with business associations such as the NWT Chamber of Commerce and the NWT Construction Association, as well as with professional associations, to promote the NWT as a place to work, invest and live.

Investment and Economic Analysis leads the development of programs and initiatives in support of the NWT's **Traditional Economy**. Specific programs support arts and fine crafts, agriculture, fisheries, trapping and commercial game harvesting. Staff in Regional Offices implement the traditional economy programming.

Investment and Economic Analysis is also the GNWT lead on **internal and international trade matters,** including negotiations relating to the Agreement on Internal Trade, and providing support for the GNWT's participation in the Pacific Northwest Economic Region, the Canada - European Union Comprehensive Economic Trade Agreement, and other international trade agreements. Through the Hay River office, Investment and Economic Analysis is also responsible for the administration of the GNWT Business Incentive Policy (BIP) and the GNWT Contracts Registry and Reporting System, which promote business opportunities for contracting with the GNWT.

The **Secondary Diamond Industry** (DSI) Division is responsible for the administration of the Diamond Policy Framework and negotiating agreements guaranteeing Approved NWT Diamond Manufacturers (ANDM) access to rough diamonds produced by NWT mines, and for ensuring implementation of those agreements. DSI also administers the GNWT Diamond Certification Program, and negotiates and administers agreements that license the use of GNWT diamond trademarks by ANDMs.

The successful advancement of the NWT Economic Opportunities Strategy (EOS) in 2013 was a major priority of the 17th Legislative Assembly. The EOS Implementation Plan is now a major focus for the Economic Diversification and Business Support Key Activity, and continues to respond to the 17th Legislative Assembly priorities. Some of the major program and service initiatives planned for the 2015-16 fiscal year include:

Priority 1 – Building a Strong and Sustainable Future for our Territory

- Strengthening our relationships with Aboriginal and other northern governments

Community Initiatives
In 2015-16, ITI will continue to provide contribution funding to NWT communities through the Community Economic Development Program of the Support for Entrepreneurs and Economic Development (SEED) Policy, as well as Community Economic Development Officers through the Community Transfer Initiative. ITI will also continue to provide support to seven Community Futures Development Corporations in the NWT through annual operational contributions.

Traditional Knowledge
ITI recognizes that the Aboriginal peoples of the NWT have acquired considerable traditional knowledge through their experience of living and working on the land in traditional economy lifestyles and business operations. ITI will continue to work with Aboriginal governments and organizations to obtain and utilize the lessons and experience that the traditional knowledge within the NWT, its people and its businesses can offer. ITI is particularly active in supporting trapping and harvesting on the land training, in cooperation with elders in the various regions that the programs are offered. ITI traditional knowledge initiatives are reported annually through the GNWT Traditional Knowledge Report.

Priority 2 – Increase Employment Opportunities Where They Are Most Needed

- Reducing dependency on government

Revitalization of specific economic sectors
ITI supports a number of programs, initiatives and services targeted at increasing the economic impact and production of certain key sectors of the economy, such as:

Fisheries
ITI supports programs aimed at the **revitalization of the fisheries industry** in the NWT through increased investment and subsidies aimed at developing and encouraging the employment in the fisheries industry. The NWT fishery export market and emerging domestic market provides important income and employment for fishers and their families. In addition to investments from the Department, ITI works to leverage investment from other partners, such as the federal government, to design and construct a new export grade plant for the fishery. Participation in the commercial fishing industry is primarily in the communities of Hay River, Kakisa and Yellowknife.

Agriculture
ITI supports and invests in local and territorial agriculture markets by promoting awareness and facilitating access to domestically sourced meat, fish, eggs, and produce from communities throughout the NWT. ITI also continues to focus on supporting and **revitalizing the territorial regulated egg production industry**.

Fur
Promoting ITI's contribution programs designed to assist current business operations, build capacity, develop new products and skills and develop entrepreneurs in the traditional economy and the fur industry. The **Genuine Mackenzie Valley Fur Program** is designed to market NWT furs in the national and international marketplace and to support the NWT's traditional economy and residents wishing to live and work in a traditional employment lifestyle.

Priority 3 – Strengthen and Diversify Our Economy

- Strategic support to businesses

Economic Diversification
Through ITI's **SEED Policy**, ITI provides contributions to individual entrepreneurs, local community organizations, and small to medium sized businesses. Contributions are provided for business start-up, improving capacity or skills, equipment or helping small communities to expand their economies. SEED Policy funding is delivered through ITI's Regional Office network and the allocations are fully subscribed every year. ITI also provides targeted funding for arts and fine crafts, the film industry and the Prospectors Grubstake Program.

Programs within the SEED Policy that will help to diversify the NWT economy include:

1. Entrepreneurial Support
2. Sector Support
3. Community Economic Development
4. Micro Business
5. Business Intelligence and Networking

Diamonds
ITI will continue to provide support to NWT diamond manufacturers through the Diamond Policy Framework; and support the marketing and promotion of diamonds mined, cut and polished in the NWT through the GNWT Diamond Certification Program. ITI will continue to ensure proper use of and licensing of GNWT trade-marks, including the Polar Bear Diamond trade-marks.

ITI will also continue to work with **Approved NWT Diamond Manufacaturers** to promote and support the diamond cutting and polishing industry in the NWT. This includes preparing and managing agreements with both producers and manufacturers to ensure compliance with the chain of custody of NWT diamonds.

Member Identified Priorities

- Revisit the recommendations of the Program Review Office from the 16th Legislative Assembly

Review of Programs in Support of Harvesters

In 2013, ITI began implementing changes to its programs in support of harvesters in response to an inventory conducted by the Program Review Office examining the purpose, cost, utilization and results of each program. Great strides were made to improve support to this industry and ITI will continue to implement improvements in 2015-16. Previous changes included:

- All Harvester Support Programs and Directives were updated.
- An Annual Report on the Traditional Economy was implemented.
- A Memorandum of Understanding on harvesting (operations and administration) was reached with the Workers' Safety and Compensation Commission of the NWT.
- ITI provided increased contributions to the Community Harvesters Assistance Program and the Genuine Mackenzie Valley Fur Program.

In 2015-16 ITI will continue its support to the **traditional economy** through programs including: Take a Kid Trapping; Take a Kid Harvesting; Genuine Mackenzie Valley Fur Program; Northern Foods Development Program; and Commercial Fishery Assistance.

Departmental Highlights

EOS Implementation Plan

The major initiative for the Economic Diversification and Business Support Key Activity is the implementation of the NWT Economic Opportunities Strategy (EOS). Following the release of the EOS in 2013, ITI developed the EOS Implementation Plan, which sets out the initiatives and timelines that will help the NWT reach its vision of responsibly and sustainably realizing the full potential of the NWT through the four themes of the EOS:

- **Climate for Growth** - Facilitate economic growth by stimulating investor confidence and encouraging more people to live and work in the NWT
- **Building on Success** - Build on our economic success by promoting and realizing greater opportunities for the NWT economy by expanding our economic potential, and enhancing our infrastructure connections
- **Regional Diversification** - To promote and realize greater opportunities for the NWT economy by building industry sectors using regional strengths
- **People: Opportunities Readiness** - Ensure and support a positive entrepreneurial environment and prepare residents to be full participants in the NWT's economic future

$2.461 million in proposed funding is included in the 2015-16 ITI Business Plan for the implementation of 9 EOS initiatives addressing 14 recommended actions as follows:

EOS Funded Activity	2015-16 (Proposed)
Tourism Product Diversification and Marketing Program Recommended Actions #37, #38, #39, #40	$186,000
Community Tourism Infrastructure Program Recommended Actions #37, #39	$100,000
Tourism Training Recommended Action #37	$75,000
Convention Bureau Recommended Action #42	$100,000
Film Rebate Program (Pilot) Recommended Actions #51, #52	$100,000
Agriculture Strategy Recommended Actions #71, #74	$100,000
Support for Commercial Fishing Industry Recommended Actions #62, #63, #66	$1,500,000
Regional Economic Planning Recommended Action #85	$200,000
Business Internship Program Recommended Action #88	$100,000
Total Proposed Funding	**$2,461,000**

The **Arts Marketing Tactical Plan** serves as a foundation for future marketing and promotional efforts for the NWT arts sector at the national and international levels. Several marketing tactics have been developed to create continuity for the industry and promote NWT visual art by opening up new markets throughout the world.

The **Northern Food Development Program (NFDP)** has the overall goal of increasing local food production and availability of northern food products for northern consumers. The NFDP offers small scale capital and operational support to the commercial food production sectors, including agriculture, fisheries, wildlife harvesting, and non-timber forest products.

The **Canada-NWT Growing Forward 2 (GF2) Agreement** has been implemented in all five regions of the NWT in 2013 and will expire in 2018. Over the term of the GF2 Agreement, up to $6 million will be made available for investment in the agriculture sector. The overall intent of the programming is to enhance program delivery in all communities in the NWT. The underlying objective of the program remains to increase the production of food in all communities with emphasis on smaller communities. The overarching goals are to build community capacity, diversify local economies and reduce the cost of food in the NWT.

Through ITI, the GNWT is involved in negotiations and implementation of a number of **trade agreements**. Consultations with the NWT Chamber of Commerce, NWT Chamber of Mines, Northern Aboriginal Business Association, and NWT Association of Communities, guide NWT areas of interest. Recently concluded, was the Comprehensive Economic and Trade Agreement with the European Union.

Trade agreements currently under negotiations include:

- Trans-Pacific Partnership
- Comprehensive Economic Partnership Agreement (India)
- Canada-Japan Economic Partnership Agreement
- Foreign Investment Promotion and Protection Agreement
- Canada-Korea Free Trade Agreement

There are also ongoing discussions on developing increased trading partnerships with Thailand, South Korea and Singapore, and free skies negotiations with a number of Asia-Pacific countries.

ITI is focusing on engagement with **China**, concentrating on the key sectors of the NWT economy and building on connections made in the 2014 trade mission to China and the 2012 Council of the Federation mission in China. China is an emerging economic force in terms of the global economy. This is an opportune time for the NWT to develop a trade and investment relationship with China's increased interest in Canada and NWTs resource potential.

The **Support for Entrepreneurs and Economic Development Policy** will continue to provide over $3.8 million is funding support to businesses and communities in the NWT. The SEED Policy will undergo a review and renewal process in 2015-16, and policies and procedures will be examined towards enhancing program delivery, capturing more accurate information on the economic results, and improving the SEED Policy effectiveness at meeting the economic needs of the NWT.

ITI also continues to support initiatives to reduce red tape for businesses; BizPal, is a partnership initiative between Industry Canada, ITI and the municipalities that host the service. BizPal provides an online, one-stop shop for business licensing and permits that is available to all interested parties (entrepreneurs, international investors, etc). Some 18 municipalities in the NWT are currently using BizPal.

ITI will continue to take steps in 2015-16 to help bolster **the NWT manufacturing sector** by: providing funding to the NWT Chamber of Commerce to manage the "Made in the NWT" branding initiative; working with interested proponents and communities to promote the development of industrial processing and production sites in the NWT; promoting the Northwest Territories Manufactured Products (NMP) Policy; and strengthening support to the diamond manufacturing industry through the Diamond Policy Framework.

Pacific NorthWest Economic Region (PNWER) – at the 2014 PNWER Annual Summit in Whistler, BC, Minister Ramsay assumed the role of PNWER President until July 2015. PNWER is a statutory public/private non-profit organization created in 1991 with a current membership that includes: Alaska, Idaho, Oregon, Montana, Washington, British Columbia, Alberta, Saskatchewan, Yukon, and the NWT. In his role as President, the Minister will participate in numerous meetings in various jurisdictions, including visits to Ottawa and Washington DC, in addition to leading monthly PNWER conference calls.

Cross-Departmental Initiatives

While the 117 recommended actions of the EOS will involve several departments and agencies across the NWT, other cross departmental initiatives include:

Support for the Arts industry – A working group, consisting of representatives from the Departments of Public Works and Services, ITI, Education, Culture and Employment, and Transportation has been formed to help increase the exposure of art in public facilities and on buildings. Space has been provided for the display of NWT art in and on GNWT buildings and the installation of NWT Arts video streams. Commitments have also been made toward the development of a Content Management TV Display System for future sites, and working with departmental partners for further airport displays with flat screen TV's.

ITI is developing an **NWT Film Strategy** in cooperation with the NWT Film Commission and the Department of Education, Culture and Employment. The Film Strategy will identify optimal approaches and business models to sustain and grow the NWT film industry, as well as a rationale for directing public support towards initiatives and programming.

ITI, through its Investment and Economic Analysis Division, continues to work with other GNWT departments to provide support in the development of initiatives such as the **NWT Anti-poverty Strategy** and the **NWT Labour Force Development Framework.**

The **Northern Manufactured Products Policy (NMP)** is committed to encouraging local production as a means to diversify the NWT economy and foster and maintain the investment, jobs and income produced by local manufacturing. When purchasing goods, services or construction, the NMP provides an incentive in favour of NWT manufactured products. Procurement Guidelines are provided to give direction to GNWT departments and agencies to ensure a consistent procurement approach for purchasing approved NWT Manufactured Products.

Outcomes and Measures:
The recent advancement of the NWT Economic Opportunities Strategy (EOS) sets out an overarching plan to develop the economic environment and highlights both where the NWT is, in terms of economic development and where we want to be. The EOS identifies four pillars for the NWT, towards which, ITI will monitor economic performance in the 2015-16 Business Plan. Below are the performance outcomes and measures for this key activity.

Outcome 1: Growth in the NWT economy:
Measure 1a) Activities to stimulate investment
Measure 1b) Initiatives to encourage residency

Outcome 2: Greater opportunities resulting from continued investment in key sectors that ensure businesses and communities remain connected to the opportunities that arise from major projects:
Measure 2a) Expanded potential
Measure 2b) Enhanced connections

Outcome 3: An expanded and diversified NWT economy outside of the resource sector, in areas such as tourism, agriculture, fishing, manufacturing and the traditional economies:
Measure 3a) Increased opportunities in tourism, agriculture, fishing, manufacturing and the traditional economies

Outcome 4: Readiness for opportunities – Residents are best positioned to meet the demands of a strong and diversified NWT economy with skills, knowledge and prerequisites commonly realized through increased learning in schools, colleges, universities or in the workplace:
Measure 4a) Initiatives aimed at establishing a positive entrepreneurial environment
Measure 4b) Employment readiness activities

Results Reporting:
ITI has three major annual publications that report on NWT's economic performance:

1. The annual **Economic Outlook** for the NWT Report provides an economic review and overview of the NWT economy, looks at trends over the previous five years, and provides an outlook examining future prospects; and

2. The annual **Economic Opportunities Strategy Implementation Results Report** identifies outcomes and measures for 2015-16 and reports the progress of the 117 recommended actions, the progress of those actions, and the continuing roll-out plan of future actions.

3. The annual ITI **Grants and Contributions Results Report**, which reports on all of ITI's grants and contribution programs that support various economic sectors within the NWT economy. The report includes details of contributions under ITI's SEED Policy.

These annual reports demonstrate ITI's commitment to work towards building a strong, prosperous and balanced economy, recognizing the importance of resource development, business development, and the traditional economy in the NWT.

KEY ACTIVITY 5 – OFFICE OF THE REGULATOR OF OIL AND GAS OPERATIONS

Description

The Office of the Regulator of Oil and Gas Operations (OROGO) was created on April 1, 2014 as a result of devolution to support the Minister of ITI in his role as the Regulator of oil and gas operations in the NWT. The Regulator regulates onshore oil and gas operations in the NWT, outside of federal areas and the Inuvialuit Settlement Region, for the primary purposes of ensuring safety, environmental protection and the conservation of oil and gas resources. OROGO's responsibilities include application reviews, regulating seismic and drilling operations, pipeline and well regulation, inspection and compliance verification, and emergency response and investigation.

Responding to Goals and Priorities of the 17th Legislative Assembly

Priority 1 – Building a Strong and Sustainable Future for our Territory

- Strengthened relationships with Aboriginal and other northern governments

Inspection of Historic Wells and Facilities
In 2015-16, OROGO will work in partnership with NWT communities and governments on the inspection of historic oil and gas well and facility sites within OROGO's jurisdiction. OROGO is committed to engaging communities in the process of identifying and scheduling wells and facilities for inspection, completing the inspections, and addressing any issues that emerge from the inspection process. This initiative builds on OROGO's success in 2014-15 working with the community of Jean Marie River to respond to its concerns about abandoned wells in the area dating back to the 1950s.

OROGO will continue working with its partners to ensure responsible stewardship of resources through the land and resource management regime, by formalizing working relationships and opportunities for mutual support through memoranda of understanding and other agreements with other regulators and government departments and agencies, as appropriate.

Priority 3 – Strengthening and Diversifying our Economy

- Improved Regulatory Processes

Process Improvement
In 2015-16, OROGO will build on its internal processes and procedures to ensure the effectiveness and objectives of the Regulator are met, and to meet the target timeframes for processing applications established in 2014-15. In keeping with its emphasis on transparency and clarity for oil and gas operators and residents of the NWT, OROGO will work toward documenting its processes and procedures and making them public on its website.

Departmental Highlights

In 2015-16, OROGO intends to continue to work toward its goal of being as open and transparent as its governing legislation allows. This will be achieved in part by using OROGO's website and public registry to disseminate information to the public, by maintaining a membership in the FracFocus.ca website, and by cultivating opportunities for direct interaction with the public, other NWT governments, and stakeholders.

OROGO also intends to improve its processes and build on partnerships with other organizations through participation in CAMPUT (an association of Canadian regulatory boards responsible for the regulation of electric, water, gas and pipeline utilities) as an associate member and through regular meetings with other Western Canadian oil and gas regulators.

Performance Measures

2014-15 was OROGO's first year of operations and was primarily devoted to establishing the office and responding to applications and requests for information and support as they were received. For 2015-16, OROGO will measure its performance using the following outcomes, measures, and targets.

1. **Outcome**: Applications are processed on time
   Measure: Percentage of applications processed within published timeframes
   Target: 80 percent of applications are processed within the published timeframes

2. **Outcome**: Inspections are carried out in accordance with the inspection schedule
   Measure: Percentage of scheduled inspections completed
   Target: 90 percent of scheduled inspections are completed

3. **Outcome**: Public requests for information are addressed in a timely manner
   Measure: Percentage of requests receiving preliminary response from OROGO within one business day
   Target: 90 percent of public requests for information receive a preliminary response from OROGO within one business day

APPENDICES

Industry, Tourism and Investment

Appendix I - Financial Information

Schedule 1 - Operations Expense Summary

Schedule 2 - Explanation of Proposed Adjustments to Operations Expenses in 2015-16

Schedule 3 - Major Revenue Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 4 - Proposed Adjustments to Grants, Contributions & Transfers: 2014-15 Main Estimates to 2015-16 Business Plan

Appendix II - Human Resources Reconciliation

Schedule 1 - Position Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 2 - Human Resources Statistics

Appendix III - Infrastructure Investments

Operations Expense Summary

Schedule 1

(thousands of dollars)

	2014-15 Main Estimates	PROPOSED ADJUSTMENTS						2015-16 Business Plan
		Sunsets	Initiatives	* Forced Growth	Internal Transfers	** Inter-Departmental Transfers and Other Adjustments	Amortization	
Corporate Management								
Directorate	3,349		8	72				3,429
Policy, Legislation and Communications	2,258		282	34				2,554
Finance and Administration	1,473			66				1,539
Corporate Costs	1,371	(12)	12	11	35	(27)		1,390
	8,451	(12)	282	183	35	(27)	-	8,912
Minerals and Petroleum Resources								
Mackenzie Valley Petroleum Planning Office	2,079			26		(21)		2,084
Industrial Initiatives	717			18		(135)		600
Diamond Secondary Industry	591			13	(599)	(5)		-
Petroleum Resources	3,821		30	5	(2,007)	(28)		1,821
Client Services and Aboriginal Relations	1,168	(249)	279	4		(6)		1,196
Financial Analysis and Royalty Administration	3,179		20	4	(1)	(25)		3,177
Mineral Resources	2,310	(200)	171	15	(7)	(16)	31	2,304
NWT Geoscience Office	5,484	(1,046)	1,100	40	(56)	(32)		5,490
	19,349	(1,495)	1,600	125	(2,670)	(268)	31	16,672
Tourism and Parks								
Tourism and Parks	13,783	(461)	461	205		(300)	(76)	13,612
	13,783	(461)	461	205	-	(300)	(76)	13,612
Economic Diversification and Business Support								
Investment and Economic Analysis	14,440	(700)	2,000	159		(175)		15,724
Traditional Economy	4,243			18			(8)	4,253
Regional Petroleum	480			13				493
NWT Business Development Investment Corporation	3,807			67		(100)		3,774
Diamond Secondary Industry	-				669	-		669
	22,970	(700)	2,000	257	669	(275)	(8)	24,913
Office of the Regulator Oil & Gas Operations								
Office of the Regulator Oil & Gas Operations			220		1,966			2,186
	-	-	220	-	1,966	-	-	2,186
Energy								
Energy	2,988	(1,800)	475	14		(1,677)		-
								-
	2,988	(1,800)	475	14	-	(1,677)	-	-
TOTAL DEPARTMENT	67,541	(4,468)	5,038	784	-	(2,547)	(53)	66,295

* Forced Growth amounts include Collective Bargaining increases

** This category includes departmental reductions

(thousands of dollars)

		PROPOSED ADJUSTMENTS					
	Explanation of Proposed Adjustments	Sunsets	Initiatives	* Forced Growth	Internal Transfers	** Inter-Departmental Transfers and Other Adjustments	Amortization
Corporate Management							
Directorate	Collective Agreement Increase - Year 4			72			
Directorate	Energy Transfer - Increased C&B costs					(5)	
Corporate Costs	Collective Agreement Increase - Year 4			11			
Policy, Legislation and Communications	Collective Agreement Increase - Year 4			34			
Finance and Administration	Collective Agreement Increase - Year 4			66			
Directorate	Devolution position - Salary increase		8				
Policy, Legislation and Communications	Devolution position - Salary increase		17				
Policy, Legislation and Communications	French Language Communications and Services		245				
Corporate Costs	Internal transfer from FARA for TSC Email Quota increase				1		
Corporate Costs	FSS - Collective bargaining increase to Finance					(12)	
Corporate Costs	Transfer Energy to PWS - TSC Costs					(10)	
Corporate Costs	Internal transfer from OROGO for TSC costs				34		
Corporate Costs	Mineral Development Strategy Initiatives - TSC Costs	(12)	12				
		(12)	282	183	35	(27)	-
Minerals and Petroleum Resources							
Mackenzie Valley Petroleum Planning Office	Collective Agreement Increase - Year 4			26			
Industrial Initiatives	Collective Agreement Increase - Year 4			18			
Diamond Secondary Industry	Collective Agreement Increase - Year 4			13			
Petroleum Resources	Collective Agreement Increase - Year 4			5			
Client Services and Aboriginal Relations	Collective Agreement Increase - Year 4			4			
Financial Analysis and Royalty Administration	Collective Agreement Increase - Year 4			4			
Mineral Resources	Collective Agreement Increase - Year 4			15			
NWT Geoscience Office	Collective Agreement Increase - Year 4			40			
Petroleum Resources	Devolution		30				
Client Services and Aboriginal Relations	Devolution position - Salary increase		14				
Financial Analysis and Royalty Administration	Devolution position - Salary increase		18				
Mineral Resources	Devolution position - Salary increase		31				
NWT Geoscience Office	Devolution position - Salary increase		50				
Diamond Secondary Industry	Transfer from MPR to EDBS Activity				(669)		
Diamond Secondary Industry	Internal transfer to Diamond Secondary Industry				70		
Petroleum Resources	Internal transfer to Diamond Secondary Industry				(7)		
Mineral Resources	Internal transfer to Diamond Secondary Industry				(7)		
NWT Geoscience Office	Internal transfer to Diamond Secondary Industry				(56)		
Mackenzie Valley Petroleum Planning Office	Expenditure Reductions - June 2014					(16)	
Mackenzie Valley Petroleum Planning Office	Expenditure Reductions - July 2014					(5)	
Industrial Initiatives	Expenditure Reductions - June 2014, Diavik Communities Advisory Board)					(130)	
Industrial Initiatives	Expenditure Reductions - June 2014					(5)	
Petroleum Resources	Expenditure Reductions - June 2014					(28)	
Petroleum Resources	Office of the Regulator Oil & Gas Operations				(2,000)		
Client Services and Aboriginal Relations	Mineral Development Strategy Initiatives	(249)	246				
Client Services and Aboriginal Relations	Transition Allowance for Devolution employees		19				
Financial Analysis and Royalty Administration	Transition Allowance for Devolution employees		2				
NWT Geoscience Office	Transition Allowance for Devolution employees		9				
Financial Analysis and Royalty Administration	Internal transfer to Corp Cost for TSC Email Quota increase				(1)		
Client Services and Aboriginal Relations	Expenditure Reductions - June 2014					(6)	
Financial Analysis and Royalty Administration	Expenditure Reductions - June 2014					(25)	
Diamond Secondary Industry	Expenditure Reductions - June 2014					(5)	
Mineral Resources	Mineral Development Strategy Initiatives	(200)	140				
Mineral Resources	Expenditure Reductions - June 2014					(16)	
NWT Geoscience Office	Expenditure Reductions - June 2014					(32)	
NWT Geoscience Office	Mineral Development Strategy Initiatives	(1,046)	1,041				
Mineral Resources	Amortization						31
		(1,495)	1,600	125	(2,670)	(268)	31

(thousands of dollars)

		PROPOSED ADJUSTMENTS					
	Explanation of Proposed Adjustments	Sunsets	Initiatives	* Forced Growth	Internal Transfers	** Inter-Departmental Transfers and Other Adjustments	Amortization
Tourism and Parks							
Tourism and Parks	Collective Agreement Increase - Year 4			93			
Tourism and Parks	Parks Operations and Maintenance			112			
Tourism and Parks	Economic Opportunities Strategy Initiatives	(461)	461				
Tourism and Parks	Expenditure Reductions - June 2014, Sport Hunt Outfitter Marketing Support eliminatior					(300)	
Tourism and Parks	Amortization						(76)
		(461)	**461**	**205**	**-**	**(300)**	**(76)**
Economic Diversification and Business Support							
Investment and Economic Analysis	Collective Agreement Increase - Year 4			159			
Traditional Economy	Collective Agreement Increase - Year 4			18			
Regional Petroleum	Collective Agreement Increase - Year 4			13			
NWT Business Development Investment Corporation	Collective Agreement Increase - Year 4			67			
Diamond Secondary Industry	Transfer from MPR to EDBS Activity				669		
Diamond Secondary Industry	Expenditure Reductions - June 2014						
Investment and Economic Analysis	Economic Opportunities Strategy Initiatives	(700)	2,000				
Investment and Economic Analysis	Expenditure Reductions - June 2014, Dogrib Area Community Futures					(75)	
Investment and Economic Analysis	Expenditure Reductions - June 2014, South Western Community Futures					(50)	
Investment and Economic Analysis	Expenditure Reductions - June 2014, Mackenzie Valley Development					(50)	
NWT Business Development Investment Corporation	Expenditure Reductions - June 2014, NWT BDIC Contributions					(100)	
Traditional Economy	Amortization						(8)
		(700)	**2,000**	**257**	**669**	**(275)**	**(8)**
Office of Regulator Oil & Gas Operations							
Office of the Regulator Oil & Gas Operations	Salary and Operations and Maintenance		220		2,000		
Office of the Regulator Oil & Gas Operations	TSC Costs transfer to Corp Mgt				(34)		
		-	**220**	**-**	**1,966**	**-**	**-**
Energy							
Energy	Collective Agreement Increase - Year 4			14			
Energy	Energy Sunsets	(1,800)					
Energy	Energy Initiatives		475				
Energy	Transfer Energy to PWS					(1,677)	
		(1,800)	**475**	**14**	**-**	**(1,677)**	**-**
TOTAL DEPARTMENT		**(4,468)**	**5,038**	**784**	**-**	**(2,547)**	**(53)**

* Forced Growth amounts include Collective Bargaining increases.

** This category includes departmental reductions.

(thousands of dollars)

	PROPOSED ADJUSTMENTS				
	2014-15 Main Estimates	2015-16 Business Plan	Increase (Decrease) Proposed	Increase (Decrease) %	Explanation of Increases (Decreases) that are 10% or Greater
TRANSFER PAYMENTS					
Capital Transfers	2,673	-	(2,673)	(100.0)	Addition of Devo assets in 14-15- CS Lord and core storage
	2,673	**-**	**(2,673)**	**(100.0)**	
GENERAL REVENUES					
Regulatory Revenue					
Minerals, Oil and Gas Royalties	120,000	81,662	(38,338)	(31.9)	Reflects current forecast
Petroleum Fees	10	52	42	420.0	Based on current rentals
Mining Licenses and Fees	1,650	1,650	-	-	
Egg Marketing Levy	35	35	-	-	
Tourism Operators Licenses	16	21	5	31.3	New licenses or significant amendments have a higher fee than renewals.
Office of the Oil and Gas Regulator	-	1	1	100.0	Fees for operator licenses as required under the Oil and Gas Operations Act
Service and Miscellaneous					
Parks Merchandise	10	5	(5)	(50.0)	Revenue generated by the sale of parks merchandise has declined.
	121,721	**83,426**	**(38,295)**	(31.5)	
TOTAL REVENUE	**124,394**	**83,426**	**(40,968)**	**(32.9)**	

(thousands of dollars)

	Explanation of Proposed Adjustments	2014-15 Main Estimates	PROPOSED ADJUSTMENTS Sunsets	Initiatives	* Forced Growth	Internal Transfers	Inter-Departmental Transfers and Other Adjustments	2015-16 Business Plan
Corporate Management								
N/A		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
Minerals and Petroleum Resources								
Mackenzie Valley Development Contributions	No change	715	-	-	-	-	-	715
NWT Chamber of Mines	No change	30	-	-	-	-	-	30
CanZinc Socioeconomic Agreement	No change	30	-	-	-	-	-	30
Use of NWT Opps Fund - Mineral Development Strategy Initiatives - Mining Incentive Program	Sunset/Initiative	400	(400)	400	-	-	-	400
Use of NWT Opps Fund - Mineral Development Strategy Initiatives - Aboriginal Mineral Development Support Program	Sunset/Initiative	100	(100)	100	-	-	-	100
Diavik Socioeconomic Agreement	Expenditure Reductions	180	-	-	-	-	(130)	50
		1,455	(500)	500	-	-	(130)	1,325
Tourism and Parks								
Tourism Industry Contribution	No change	3,336	-	-	-	-	-	3,336
Tourism 2015	No change	400	-	-	-	-	-	400
Northern Frontier Visitor's Center	No change	161	-	-	-	-	-	161
Use of NWT Opps Fund - Economic Opportunities Strategy Initiatives - Tourism Diversification Program	Sunset/Initiative	1,086	(186)	186	-	-	-	1,086
Use of NWT Opps Fund - Economic Opportunities Strategy Initiatives - Community Tourism Infrastructure	Sunset/Initiative	100	(100)	100	-	-	-	100
Use of NWT Opps Fund - Economic Opportunities Strategy Initiatives - Convention Bureau	Sunset/Initiative	100	(100)	100	-	-	-	100
Use of NWT Opps Fund - Economic Opportunities Strategy Initiatives - Tourism Skills Development	Sunset/Initiative	75	(75)	75	-	-	-	75
Sport Hunt Outfitter Marketing Support	Expenditure Reductions	300	-	-	-	-	(300)	-
		5,558	(461)	461	-	-	(300)	5,258
Economic Diversification and Business Support								
Fur price Program	No change	610	-	-	-	-	-	610
Take a Kid Trapping	No change	125	-	-	-	-	-	125
Commercial Fisheries	No change	225	-	-	-	-	-	225
Community Transfers Initiative	No change	1,582	-	-	-	-	-	1,582
Support for Entrepreneur and Economic Development (SEED)	No change	3,866	-	-	-	-	-	3,866
Growing Forward 2	No change	300	-	-	-	-	-	300
Northern Food Development Program	No change	550	-	-	-	-	-	550
Great Northern Arts Festival	No change	25	-	-	-	-	-	25
Community Harvester Assistance Program	No change	1,074	-	-	-	-	-	1,074
Local Wildlife Committees	No change	257	-	-	-	-	-	257
Disaster Compensation	No change	15	-	-	-	-	-	15
Use of NWT Opps Fund - Economic Opportunities Strategy Initiatives - Film Industry Pilot Project	Sunset/Initiative	100	(100)	100	-	-	-	100
Use of NWT Opps Fund - Economic Opportunities Strategy Initiatives - Business Internship	Sunset/Initiative	50	(50)	50	-	-	-	50
Community Futures	Expenditure Reductions	1,272					(125)	1,147
NWT Business Development Investment Corporation	Collective Agreement Increase/Expenditure Reductions	3,807	-	-	67	-	(100)	3,774
		13,858	(150)	150	67	-	(225)	13,700
Energy								
NT Energy Core Funding for Staff	Transfer to PWS	700	-	-	-	-	(700)	-
Medium/Long-Term Energy Options for Inuvik	Sunset	150	(150)	-	-	-	-	-
Water Monitoring	Sunset/Initiative/Transfer to PWS	50	(50)	50	-	-	(50)	-
Energy Contributions	Sunset	1,600	(1,600)	-	-	-	-	-
Natural Gas in Thermal Zone	Initiative/Transfer to PWS	-	-	150	-	-	(150)	-
Yellowknife LNG Plant Feasibility	Initiative/Transfer to PWS	-	-	175	-	-	(175)	-
Electricity from Residual Heat Study	Initiative/Transfer to PWS	-	-	100	-	-	(100)	-
		2,500	(1,800)	475	-	-	(1,175)	-
Office of the Regulator Oil & Gas Operations								
N/A		-	-	-	-	-	-	-
		-	-	-	-	-	-	-
TOTAL DEPARTMENT		23,371	(2,911)	1,586	67	-	(1,830)	20,283

Position Changes: 2014-15 Main Estimates to 2015-16 Business Plan

Schedule 1

	Community	REGION / AREA							
		Yellowknife / HQ	North Slave	Tli Cho	South Slave	Deh Cho	Sahtu	Beaufort-Delta	TOTAL
2014-15 Main Estimates		109	16	3	25	10	7	30	200
Restatements									
Director, Energy Planning (Energy Division to PWS)	Yellowknife	(1)	-	-	-	-	-	-	(1)
Senior Analyst Energy, Policy & Planning (Energy Division to PWS)	Yellowknife	(2)	-	-	-	-	-	-	(2)
2014-15 Restated Main Estimates		106	16	3	25	10	7	30	197
Sunsets		-	-	-	-	-	-	-	-
Initiatives									
Administrative Assistant (OROGO)	Yellowknife	1	-	-	-	-	-	-	1
Executive Director (OROGO)	Yellowknife	1	-	-	-	-	-	-	1
Information Manager Officer (OROGO)	Yellowknife	1	-	-	-	-	-	-	1
Manager, Frontier Information Office (OROGO)	Yellowknife	1	-	-	-	-	-	-	1
Regulatory Officer (OROGO)	Yellowknife	1	-	-	-	-	-	-	1
Senior Advisor, Legislation and Policy (OROGO)	Yellowknife	1	-	-	-	-	-	-	1
Senior Advisor, Technical (OROGO)	Yellowknife	1	-	-	-	-	-	-	1
Technical Specialist (OROGO)	Yellowknife	1	-	-	-	-	-	-	1
		8	-	-	-	-	-	-	8
Forced Growth									
Parks Officer	Fort Providence	-	-	-	1	-	-	-	1
		-	-	-	1	-	-	-	1
Internal Transfers		-	-	-	-	-	-	-	-
Interdepartmental Transfers and Other Adjustments		-	-	-	-	-	-	-	-
Increase (decrease)		8	-	-	1	-	-	-	9
Total 2015-16 Business Plan		114	16	3	26	10	7	30	206

	2014-15	%	2013-14	%	2012-13	%	2011-12	%
All Employees	**181**	**100.0%**	**149**	**100.0%**	**160**	**100.0%**	**153**	**100.0%**
Indigenous Employees	81	44.8%	83	55.7%	94	58.8%	86	56.2%
Aboriginal	47	26.0%	50	33.6%	57	35.6%	52	34.0%
Non-Aboriginal	34	18.8%	33	22.1%	37	23.1%	34	22.2%
Non-Indigenous Employees	100	55.2%	66	44.3%	66	41.3%	67	43.8%
Male	81	44.8%	68	45.6%	69	43.1%	61	39.9%
Female	100	55.2%	81	54.4%	91	56.9%	92	60.1%
Senior Management	**20**	**11.0%**	**18**	**12.1%**	**15**	**9.4%**	**15**	**9.8%**
Indigenous Employees	8	40.0%	9	50.0%	10	66.7%	9	60.0%
Aboriginal	2	10.0%	2	11.1%	2	13.3%	2	13.3%
Non-Aboriginal	6	30.0%	7	38.9%	8	53.3%	7	46.7%
Non-Indigenous Employees	12	60.0%	9	50.0%	5	33.3%	6	40.0%
Male	11	55.0%	10	55.6%	10	66.7%	10	66.7%
Female	9	45.0%	8	44.4%	5	33.3%	5	33.3%
Non-Traditional Occupations	**9**	**5.0%**	**7**	**4.7%**	**16**	**10.0%**	**6**	**3.9%**
Indigenous Employees	4	44.4%	3	42.9%	8	50.0%	2	33.3%
Aboriginal	4	44.4%	3	42.9%	7	43.8%	2	33.3%
Non-Aboriginal	0	0.0%		0.0%	1	6.3%		0.0%
Non-Indigenous Employees	5	55.6%	4	57.1%	8	50.0%	4	66.7%
Male	7	77.8%	6	85.7%	11	68.8%	5	83.3%
Female	2	22.2%	1	14.3%	5	31.3%	1	16.7%

*Note:2012-2014 PeopleSoft Information as of March 31 / 2015 PeopleSoft Information as of June 30

Proposed Infrastructure Acquisition Plan, 2015-2016	**$('000)**
Blackstone Park Visitor Information Centre Upgrades	300
Hay River Shower Building	275
Prelude - New Loop D	250
Little Buffalo River Crossing - Shower Building	200
Canol Trail Development	195
Alexandra Falls Lookouts	150
Prelude Marina Complex	150
Reid Lake - Dock Replacement	150
Gwich'in Park - Hiking Trail H	130
Fred Henne - Loop A Retrofit	125
Hay River - Loop C Power	100
Prelude - Shoreline/Marina	100
Fred Henne - Dump/Water Station	100
Reid Lake - Boat Launch Parking	100
Lady Evelyn Falls Pavilion Betterment	95
Louise Falls - Toilet Day Use Building	55
Escarpment Creek - New shower facility	50
Fort Simpson - Playground Upgrade	50
Total ITI Proposed Infrastructure Plan, 2015-16	**2,575**